

Note:

The following curriculum is a consolidated version. It is legally non-binding and for informational purposes only.

The legally binding versions are found in the University of Innsbruck Bulletins (in German).

Principal version published in the University of Innsbruck Bulletin of 2 April 2015, Issue 20, No. 325

Modification published in the University of Innsbruck Bulletin of 5 February 2018, Issue 11, No. 182

Complete version from 05 February 2018
Curriculum of the Continuing Education Programme of
Controlling
at the University of Innsbruck

§ 1 Qualification Profile

- (1) The Continuing Education Programme of Controlling aims at senior executive staff, junior executive staff and employees, who already work in the fields of accounting, finance and controlling and who want to deepen their knowledge in controlling. Entrepreneurs as well as employees of small and medium-sized businesses that deal with controlling-related themes are addressed.
- (2) Graduates of the course are able to use theory-based approaches for handling application-orientated problems of controlling in businesses and other institutions, to develop alternative approaches to problem solution, to prepare well-founded decisions in a responsible way and to assess their consequences. The theories, concepts and methods taught therefore are state-of-the-art in the respective fields.
- (3) The Continuing Education Programme is held in cooperation with Schloss Hofen, Wissenschafts- und Weiterbildungs-Gesellschaft mbH, in Lochau.

§ 2 Scope and Duration

- (1) The Continuing Education Programme of Controlling comprises 66 ECTS-Credits.
- (2) The Continuing Education Programme is a part-time course with a duration of three semesters and is held in Lochau.

§ 3 Admission

- (1) Admission to this continuing education programme requires a secondary school leaving certificate or a qualified professional training. Additionally several years of relevant professional experience are assumed.
- (2) Persons with a completed apprenticeship or a finished technical or vocational school education (BMS) have to give evidence of at least five years of relevant professional experience.
- (3) Persons having passed a secondary academic school or a technical or vocational college (AHS or BHS) have to give evidence of at least three years of relevant professional experience.

§ 4 Admission Procedure

- (1) For being admitted to the continuing education programme, the applicants must successfully pass an admission process. The final decision on the admission to the course is made by the rectorate, based on a recommendation of the course director.
- (2) Information on the compulsory selection process is published on the website of the University of Innsbruck and the cooperation partner respectively. The maximum number of participants is to be set by the course director considering pedagogical and organizational aspects and in compliance with the cost budget.
- (3) Participants, who have been accepted and have paid their tuition fee, are admitted as non-degree students to the University of Innsbruck.

§ 5 Types of Courses

- (1) Courses without continuous performance assessment:

Working groups (AG) serve to treat a topic in collective fashion, examining the theories, methods and techniques of an area using group work.

- (2) Courses with continuous performance assessment:

1. Introductory seminars (PS) introduce students interactively to scientific literature through the treatment of selected issues. They convey knowledge and methods of academic work.
2. Seminars (SE) provide in-depth treatment of scientific topics through students' presentations and discussion thereof.
3. Lectures with practical elements (VU) focus on the practical treatment of concrete scientific tasks that are discussed during the lecture parts of the course.
4. Excursions with practical elements (EU), conducted outside the premises of the university serve to demonstrate and deepen course contents through practical experience with concrete scientific tasks.

§ 6 Compulsory and Elective Modules

- (1) The following compulsory modules covering 53.5 ECTS-Credits must be passed:

| 1. | Compulsory Module: Management and Strategy | SSt | ECTS-Credits |
|----|---|----------|--------------|
| a. | VU Management Planning, deciding and developing – possibilities and limits of key processes in management | 1 | 2 |
| b. | VU Strategy and Marketing Basic questions and approaches of strategic management and marketing | 1 | 2 |
| | Total | 2 | 4 |
| | Learning Objective: Building and advancing basic knowledge in the fields of management and strategy | | |
| | Prerequisites: none | | |

| 2. | Compulsory Module: Leadership, Organization and Controlling | SSt | ECTS-Credits |
|-----------|--|------------|---------------------|
| a. | VU Leading and Being Lead Leadership processes and structures from the perspective of the leader, the lead and understanding their interaction | 1 | 2 |
| b. | VU Processes, Controlling and Performance Understanding and designing organization and preparing business decisions | 1 | 2 |
| | Total | 2 | 4 |
| | Learning Objective: Getting to know and furthering knowledge of basic concepts and perspectives of leadership; building and advancing basic knowledge of organizational structures and processes and the controlling thereof | | |
| | Prerequisites: successful completion of the compulsory module acc to §6 para.1 no.1 | | |

| 3. | Compulsory Module: Conceptual Thinking | SSt | ECTS-Credits |
|-----------|---|------------|---------------------|
| a. | VU Scientific Working Introduction to systematic, scientific dealing with problems | 1 | 1 |
| b. | AG Discovering, Structuring, Writing Developing research questions, structuring and writing of texts | 1 | 1 |
| | Total | 2 | 2 |
| | Learning Objective: Building of a basic knowledge of scientific working, especially in relation to the development of research questions and the structuring and writing of texts | | |
| | Prerequisites: none | | |

| 4. | Compulsory Module: Value-Driven Corporate Management | SSt | ECTS-Credits |
|-----------|--|------------|---------------------|
| a. | VU Fundamentals of Controlling – Corporate Management and Decision-Making Concepts, targets, values, tasks and instruments of controlling | 1 | 2 |
| b. | SE Cost and Success Controlling & Management Result Account Cost accounting systems, direct costing, analysis of fixed cost absorption , break-even analyses, deviations, management decisions | 2 | 4 |
| c. | VU Investment, Financial and Liquidity Management Financial management and alternatives, investment and cash-flow calculation | 1.5 | 3 |
| d. | AG Communication, Presentation and Conflict Management Psychology of communication in the field of controlling, strategies and processes of controlling, dealing with resistance | 1 | 1 |
| | Total | 5.5 | 10 |
| | Learning Objective: Knowledge of the conception and self-conception of controlling; understanding of the key topics; gaining an overview of operative and strategic instruments of controlling, reflection | | |

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| | on internal communication and the view from outside on the controlling |
| | Prerequisites: none |

| 5. | Compulsory Module: Data Analysis, Management Information and IT Support for Corporate Decisions | SSt | ECTS-Credits |
|-----------|---|------------|---------------------|
| a. | VU Making, Analysis and Interpretation of Annual Financial Statements and Business Reports Balance sheet analysis, key performance indicators, comparing sectors, interpretations, informational value | 1 | 2 |
| b. | SE Management Information, Business Intelligence and Reporting Making reports, IFRS-Reporting, IT-support for controlling, ERP- and Business-Intelligence-Systems | 2 | 4 |
| | Total | 3 | 6 |
| | Learning Objective: Assessment of the financial and profit situation of businesses based on business reports and balance sheets; command of the conceptual fundamentals of reporting; basic knowledge of the functioning, modeling and use of ERP- and Business-Intelligence-systems; knowledge for supporting and making business-management decisions | | |
| | Prerequisites: none | | |

| 6. | Compulsory Module: Planning, Budgeting und Forecasting | SSt | ECTS-Credits |
|-----------|---|------------|---------------------|
| a. | SE Planning, Budgeting und Forecasting Strategy-oriented planning, adequate methods and granularity of budgeting and forecasting | 1 | 2.5 |
| b. | AG Project Management – Planning, Budgeting and Controlling Targets, results, process, resources, milestones of project management | 1 | 2 |
| | Total | 2 | 4.5 |
| | Learning Objective: Understanding of planning and budgeting as a networked and complex system; basic knowledge of project management and controlling; knowledge of the use, the functionality and the controlling of projects | | |
| | Prerequisites: none | | |

| 7. | Compulsory Module: Management of Corporate Capabilities | SSt | ECTS-Credits |
|-----------|---|------------|---------------------|
| a. | VU Controlling in the Value Added Chain and in the Field of Corporate Capabilities Procurement-, logistics-, sales-, marketing- and F&E-controlling | 1 | 2 |
| b. | SE Human Resource Controlling Human resource planning, budgeting, controlling with incentives | 1 | 2 |
| c. | SE Performance Measurement, Management and Benchmarking Quantitative and qualitative controlling, BSC, benchmarking and learning from Best Practice | 2 | 4 |
| | Total | 4 | 8 |

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| | <p>Learning Objective: Acquisition of a basic knowledge in relation to controlling of key business tasks; understanding of corporate capabilities as reflected in controlling as well as the limits of this reflection; understanding of the differences of quantitative and qualitative controlling with performance-measurement systems; understanding of and learning from differences;</p> |
| | <p>Prerequisites: none</p> |

| 8. | Compulsory Module: Strategic Controlling and Corporate Development | SSt | ECTS-Credits |
|----|--|----------|--------------|
| a. | SE Strategic Corporate Development Controlling, Change Management and Organization Development | 1 | 2 |
| b. | VU Strategic Controlling Instruments of strategic controlling, usefulness for the present and future | 1 | 2 |
| c. | VU Risk Management Corporate risks, compliance and quality management | 1 | 2 |
| | Total | 3 | 6 |
| | <p>Learning Objective: Understanding of the relations of controlling and organization development; knowledge of the strategic perspectives in controlling; systematic examination of corporate risks; understanding of the principles of compliance practices</p> | | |
| | <p>Prerequisites: none</p> | | |

| 9. | Compulsory Module: Controlling Case Studies: Strategic Decisions and Crisis Management | SSt | ECTS-Credits |
|----|--|----------|--------------|
| a. | VU Business Management in Exceptional Situations Crisis management, restructuring and reorganization processes | 1 | 1.5 |
| b. | EU Controlling Case Studies Examination of controlling problem complexes; discussion of and reflection on approaches for problem solution in the business environment | 2 | 3.5 |
| | Total | 3 | 5 |
| | <p>Learning Objective: Understanding of exceptional business situations and finding of suitable solutions; ability to understand problems and to find, design and implement suitable approaches for problem solution; knowledge of the use of adequate controlling instruments for restructuring and reorganization processes</p> | | |
| | <p>Prerequisites: none</p> | | |

| 10. | Compulsory Module: Support and Coaching for the Final Thesis | SSt | ECTS-Credits |
|-----|---|------------|--------------|
| a. | PS Scientific Working: Developing, Structuring and Evaluating Ideas Discussion of problems and targets for final theses; developing of a logical structure for a final thesis | 0.5 | 1 |
| b. | AG Coaching for the Final Thesis Reflection on problems within the scope of writing the final thesis | 1 | 2 |
| | Total | 1.5 | 3 |

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| | Learning Objective: Ability to develop an exposé (problem statement, targets, approach including methods) based on a comprehensive business problem; ability to find a suitable solution and to back it by using the approaches and tools learned in the modules |
| | Prerequisites: successful completion of the compulsory modules acc. to §6 para.1, no. 1-4 |

| 11. | Compulsory Module: Final Thesis Defense | SSt | ECTS-Credits |
|-----|---|-----|--------------|
| | Presentation of the Final Thesis and oral defense of the Final Thesis | | 1 |
| | Total | | 1 |
| | Learning Objective: Reflection of the scientific paper in the overall context of the continuing education programme | | |
| | Prerequisites: positive completion of the final thesis | | |

(2) Elective modules covering 2.5 ECTS-Credits have to be passed:

| 1. | Elective Module: Elective Module: Controlling in Small and Medium-Sized Businesses | SSt | ECTS-Credits |
|----|--|------------|--------------|
| a. | VU Controlling in Small and Medium-Sized Businesses Finance, personnel and innovation controlling, employee participation, incentive systems, cooperations, corporate governance | 1 | 1.5 |
| b. | SE Controlling in Family Businesses In-depth examination of problem areas of family businesses | 0.5 | 1 |
| | Total | 1.5 | 2.5 |
| | Learning Objective: Ability to apply controlling concepts and instruments in small and medium-sized businesses; understanding of specific problems of family businesses; ability to implement controlling instruments that are suitable for the respective situation | | |
| | Prerequisites: none | | |

| 2. | Elective Module: Group Controlling and Equity Interest Management | SSt | ECTS-Credits |
|----|---|-----|--------------|
| a. | VU Basics of Equity Controlling Structures of a group, group accounting, reporting | 1 | 2 |
| b. | VU Group Development and Management Equity development, mergers & acquisition | 0.5 | 0.5 |
| | Total | | |
| | Learning Objective: Ability to apply controlling concepts and instruments in groups and for their equities; understanding of specific problem situations of groups; ability to implement controlling instruments that are suitable for the respective situation | | |
| | Prerequisites: none | | |

§ 7 Final Thesis

- (1) For the continuing education programme a final thesis on a theme of the area of controlling must be written.
- (2) Students are entitled to suggest the theme for their final thesis or to select it from a number of suggestions.
- (3) The final thesis corresponds to 10 ECTS-Credits.
- (4) Participants have to file a request at the course director's for an available course lecturer as supervisor as well as for the theme. The request is deemed accepted if the course director expressly accepts it or does not veto it within a month.
- (5) For submitting the final thesis to the course director all compulsory and elective modules must have been successfully completed.
- (6) The final thesis is evaluated by the supervisor.

§ 8 Examination Regulations

- (1) Modules, with the exception of the module acc. to §6 para. 1 No. 11 are assessed by course examinations. Course examinations are
 1. examinations that assess the knowledge and skills covered in an individual course, in which course assessment is based on a single examination at the end of the course.
 2. courses with continuous performance assessment, where the performance of the students is evaluated by regular written and/or oral contributions.
- (2) The course lecturers must specify and announce the aims, contents and methods of their course, as well as the contents, methods and evaluation criteria used for the course examination in a suitable fashion at the start of the semester.
- (3) The assessment of the module according to § 6 para. 1 No. 11 shall take place in form of an oral examination in front of an examination board of three examiners.
- (4) Module examinations are examinations that assess the knowledge and skills acquired in a module. A module is completed by the positive evaluation of all parts of the respective module examination.

§ 9 Academic Title

Having received positive evaluation for all required examinations and the final thesis, graduates of the continuing education programme are awarded the title of "Akademische Controllerin" resp. "Akademischer Controller".

§ 10 Coming into Force

- (1) This curriculum comes into force one month after its announcement.
- (2) The changes of the curriculum in the version of the University of Innsbruck Bulletin of 5 February 2018, Issue 11, No. 182 come into force on 1 October 2018 and are to be applied to all students.

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